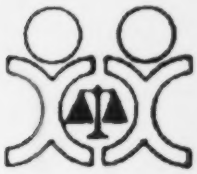

Annual Report 2003-2004

Saskatchewan Legal Aid Commission

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Mission

We promote access to justice for people facing serious legal problems who cannot otherwise afford help.

Vision

We provide a full range of legal services for all people in need.

Values

We value **INTEGRITY** therefore:
- we conduct ourselves with honesty and openness and in an ethical fashion

We value **RESPECT** therefore:
- we recognize diverse cultures, needs, and perspectives
- we practice respect in our relationships

We value **INNOVATION** therefore:
- we anticipate and plan for the future
- we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:
- we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:
- we strive for the best possible outcomes for clients
- we introduce and acknowledge best practices
- we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:
- we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:
- we are accountable for quality services and the efficient use of public resources
- we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:
- we encourage our employees to find ways to connect with the needs of our clients
- we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

104-06789/

Highlights of 2003-04

- Served **more than 37,000** persons.
- With finalization of the 2003-06 Federal/Provincial/Territorial Contribution Agreement regarding legal aid funding, received the first year of supplemental funding from the Investment Fund, designed to foster innovative solutions to address unmet needs in criminal legal aid.
- Negotiated an operating lease arrangement for computer equipment allowing the Commission staff access to up to date technology.
- Four new members of the Commission appointed: Robert Kennedy, Q.C., Daniel Konkin, Wendy Lemaigre and Shirley Wolfe-Keller.

Legislative Mandate

The Legal Aid Act and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Commission Profile

The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

The Saskatchewan Plan has been in existence since 1974.

The Saskatchewan Plan uses a salaried staff delivery model for most of its applicants. In 2003-2004, the Plan had 141 staff positions (72 lawyers, 16 legal assistants, and 53 administrative and support staff) located in 14 offices throughout the province. The services of private practice lawyers may be used where the Chief Executive Officer of the Commission believes it would better serve the client.

Applicants are financially eligible for services if:

- they are receiving income from social assistance; or
- their financial resources are at social assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to social assistance levels.

To illustrate with a couple of examples, in 2003-2004, financially eligible persons included single people making less than $12,000 (net) per year and families with four children with incomes less than $23,000 (net) per year.

Legal services are provided to financially eligible applicants **if** the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and **if** the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth), and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

The Provincial Government, through Saskatchewan Justice, funded The Saskatchewan Legal Aid Commission. By agreement, the Government of Canada reimburses the Province for some legal aid expenditures on adult criminal matters and young offender matters.

Letter of Transmittal

Minister of Justice

SASKATCHEWAN

Legislative Building

Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of the

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2004.

Respectfully submitted,

Frank Quennell

The Honourable Frank Quennell, Q.C.

Letter of Transmittal

Saskatchewan Legal Aid Commission

Central Office

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Saskatoon, Saskatchewan
S7K 2H6

Robert J. Gibbings, Q.C.,
Chairperson

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THE HONOURABLE FRANK QUENNELL, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

Dear Mr. Quennell:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2003-2004 fiscal year.

Respectfully submitted,

Robert J. Gibbings, Q.C.
Chairperson

A Message from the Chief Executive Officer

I am pleased to share the accomplishments and challenges of the past year.

- Commission membership - In 2003/2004, the Commission welcomed Chief Shirley Wolfe-Keller, Chief of the Muskowekwan First Nation, Lestock and Wendy Lemaigre, Community Worker, Buffalo Narrows. In addition to these appointments, the Law Society appointed Dan Konkin and Bob Kennedy, Q.C., Benchers with the Law Society of Saskatchewan, to the Commission replacing retiring Bencher, Barry Morgan, Q.C. These new appointments will join returning Commissioners Debra Edin, Anita Jackson, Don Rosten, Rod Crook and Marilyn Hedlund. Rob Gibbings, Q.C. continues as the Chair of the Saskatchewan Legal Aid Commission.
- Strategic Plan - successfully completed Year 2 of the Saskatchewan Legal Aid Commission Strategic Plan. Planning for Year 3 commenced in March 2004, with a joint meeting of Legal Directors and Commission members. In addition, planning for our next strategic plan will take place in the fall of 2004.
- Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust - The Law Foundation established a trust to assist the Commission. In 2003, the Trust funded five employees to attend the Ontario Legal Aid Clinic International conference in Hamilton, Ontario "Connections and Directions." International experts on Legal Aid from Great Britain, Australia and the United States along with Canadian speakers provided a broad perspective of the challenges and opportunities in providing services to Legal Aid clients.
- Client Surveys and Focus Groups - In combination with the work of the Client Satisfaction Committee of the Client Services Standards Implementation Project and a strategic objective of the Commission to initiate client focus groups of Aboriginal women in rural, urban and remote areas, the Commission hired an external consultant to provide the Commission with client comments. The report was delivered in the fall of 2003 and the results are being reviewed and considered in future planning.
- Information Technology Strategic Plan - the Commission has completed its 3rd - 3 year Strategic Plan. The objective of the new strategic plan is to build on refreshing our infrastructure and to do the necessary planning for our web design scheduled for 2004/05.
- Federal Government Investment Fund - as part of the Federal Government contribution agreement in the area of criminal law, additional funds were allocated to jurisdictions to improve access to persons charged with criminal offences. These additional funds were allocated for a three-year period - April 1, 2003 to March 31, 2006. The Commission has prepared a business plan for these expenditures based on the objectives and goals outlined in the Commission's Strategic Plan.

The Commission and its staff have faced many challenges and many successes over the past year, and I would like to thank staff and Commission for their continued support and dedication to Legal Aid, and to our clients. We continue to provide quality services to clients which are efficient, effective and in line with Commission's values.

Jane L. Lancaster, Q.C.
Chief Executive Officer

Members of the Saskatchewan Legal Aid Commission

Left to right (back row): Robert Kennedy, Q.C., Debbie Edin
Left to right (front row): Shirley Wolfe-Keller, Robert Gibbings, Q.C., Wendy Lemaigre
Missing from Photo: Rod Crook, Marilyn Hedlund, Anita Jackson, Daniel Konkin, Donald Rosten

Members at March 31, 2004	Appointed by:
Robert GIBBINGS, Q.C., Saskatoon, Chairperson	Lieutenant Governor in Council
Rod CROOK, Regina	Minister of Justice
Debra EDIN, Melfort	Lieutenant Governor in Council
Marilyn HEDLUND, Regina	Minister of Community Resources & Employment
Anita JACKSON, La Ronge	Lieutenant Governor in Council
Robert KENNEDY, Q.C., Saskatoon	Law Society of Saskatchewan
Daniel KONKIN, Saskatoon	Law Society of Saskatchewan
Wendy LEMAIGRE, Buffalo Narrows	Lieutenant Governor in Council
Donald ROSTEN, Saskatoon	Lieutenant Governor in Council
Shirley WOLFE-KELLER, Invermay	Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members - two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Department of Justice appointed by the Minister of Justice, and one member who is an employee of the Department of Community Resources & Employment appointed by the Minister of Community Resources & Employment.

The Strategic Plan 2002-2005

The Saskatchewan Legal Aid Commission initiated a strategic planning process in 2001 to identify and address the Commission's needs and issues and create a strategic framework and focus for the Commission. This resulted in the Saskatchewan Legal Aid Commission's Strategic Plan in March 2002. It was reviewed and revised in March 2003 and in March 2004.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
Goal A: Work with Aboriginal People and Communities to shape legal services and set future directions.	1. Legal Directors will set a timetable to meet at least once annually with Bands, Tribal Councils, and Metis organizations in their areas to discuss local legal aid issues.	Legal Directors drafted a letter to be sent to all Aboriginal organizations within each Area Offices boundaries. Most offices had sent letters to the organization. A few meetings took place during the fiscal year.	Legal Directors continued to send letters to Aboriginal organizations inviting discussions. More meetings took place in several areas of the province. Issues were reported to the CEO. Completed and transferred to operations.	Objective is now operational.
	2. The CEO will review and make recommendations to the Commission regarding the findings of the Federal Project on Services to Aboriginal Peoples.	The Report recognized clients have a broader range of social needs, legal aid could develop closer relationships with other service providers, recognition of an inherent tension between the adversarial basis of the justice system and a collaborative approach, and the need for better co-ordination, contact and understanding.	Legal Directors considered these issues as they had ongoing discussions with Aboriginal organizations. Completed and transferred to operations.	Objective is now operational.
	3. A committee of the Commission, in consultation with staff, will outline a plan for initiating client focus groups with aboriginal women (in one each of the Remote, Urban and Rural areas) to seek their input on how to improve their access to legal aid services.	Combined with the work of the Client Satisfaction Committee of the Client Service Standards Implementation project, an external research firm was retained to conduct focus groups with Aboriginal women, focus groups with clients and personal interviews with clients.	The focus groups and personal interviews were conducted in May and June 2003, with a report delivered in fall 2003. The results are being reviewed and considered in future planning. Completed and transferred to operations.	Objective is now operational.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
	4. The CEO, in consultation with Saskatchewan Justice, will contribute to the development of the framework for evaluation of the Northern Cree Court.	Commission staff participated in the development of the evaluation framework and in the evaluation itself. The Commission received funding from Justice Canada for the first 20 months of the project to March 31, 2003.	Operational funding from the Saskatchewan government commenced April 1, 2003. Evaluation of the Legal Aid portion of the Cree Court project was completed effective March 2003. The evaluation of Cree Court continues until 2004.	Objective is now operational.
	5. The Employment Equity Committee will devise a timetable to determine strategies to achieve the employment equity target of 12.2% aboriginal employees.	At March 2003, the Commission employed 14 employees (10%) who self-declared as Aboriginal.	At March 2004, the Commission employed 13 employees (9.1%) who self-declared as Aboriginal.	Objective is operational.
	6. The Professional Development Committee will develop a schedule and curriculum for regular cross cultural and aboriginal issues training to be used both as part of a new staff orientation and as a component of an ongoing professional development program.	—	Included as a proposed activity in the Business Plan for Justice Canada's Investment Fund for 2004-05 and 2005-06.	If Business Plan activity is approved, activity to commence in 2004-05. Objective is operational.
Goal B: Enhance Capacity for and access to Family Law Services	1. The CEO will report on the feasibility of assisting with the provision of family law services through a call (referral) centre.	—	—	Deferred to new plan 2005 & beyond

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
	2. A committee of Legal Directors will determine the degree to which access to family law services is hampered by such things as geography, conflicts, and the unavailability of the private bar and will report to the CEO.	Area offices were surveyed.	The report of the Client Satisfaction Research Project was reviewed in fall 2003.	Further research will be done.
	3. The CEO will review services for child protection clients provided by legal aid providers in other jurisdictions and will report her findings to the Commission.	Other legal aid plans were surveyed for projects undertaken. Projects are underway in Alberta, Manitoba and Ontario.	Evaluations of projects in other provinces are underway, but not yet final.	The evaluations of the projects in other provinces will be reviewed. Service options in Saskatchewan will be considered and developed if feasible. Objective is operational.
	4. The number of maintenance orders attained by each Area Office will be increased.	The Enhanced Maintenance Order project commenced September 2002 and by year end 43 files had been opened with 18 of those closed. Overall, 768 monthly maintenance orders, with an annual value of almost $3 million, were reached. This was 18 more than the previous year.	The Enhanced Maintenance Order project opened 160 files with 104 files closed. Overall, 811 monthly maintenance orders, with an annual value of more than $3 million, were reached. This was 43 more than the previous year.	Objective is now operational.
	5. The CEO and individual Legal Directors will work together to implement, where appropriate, family law specialization in Area Offices and will study the feasibility of creating stand alone family law offices.	—	—	To be considered with activities in B2 - access to family law.
Goal C: Enhance our Areas of Service	1. Review and update or rationalize Legal Aid guidelines.	—	—	Deferred to new plan 2005 & beyond

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
	2. Determine the cost implications of an enhancement in the range of services offered.	—	—	Deferred to new plan 2005 & beyond
	3. The CEO and the Legal Directors will identify options for flexible intake procedures to improve access to services.	—	—	Further research to be done.
	4. Determine ways to re-engage the private bar in Legal Aid services.	—	A survey of the private bar is included as a proposed activity in the Business Plan for Justice Canada's Investment Fund for 2003-04.	If Business Plan activity is approved, the survey will commence in 2004. The results will be reviewed for future planning.
	5. Explore innovative ways of providing access to clients using 'new' technology.	Area Offices were surveyed. An inventory of the Commission's current technology was updated.	SaskTel was approached concerning toll-free access for residential restricted phone access clients. The Commission monitored pilot projects using videotaped proceedings. A feasibility study for video conferencing and implementing a web-site is included as proposed activities in the Business Plan for Justice Canada's Investment Fund for 2003-04, 2004-05 and 2005-06.	If Business Plan activity is approved, activity will commence in 2004. The results will be reviewed for future planning.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
	6. The Commission will implement the findings of the Client Service Standards Report.	With funding from the Law Foundation of Saskatchewan, a Project Manager commenced in September 2002. Six staff committees began work on the Intake Process, File Management, Computer Supported Business Processes, Accessibility, Client Satisfaction and Accountability (Performance Standards and Measures)	The Law Foundation approved a grant for the second year of the project. Committees continued work until fall 2003. Additional committees were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	Discussions with the Union will continue. In addition to the work of the committees, discussions will begin on performance management measures.
Goal D: Improve the Work Environment	1. The CEO will seek the input of the Legal Directors regarding management development plans.	Issues and options were identified.	Work on this objective was linked to the proposed additional Client Service Standards committees that were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	The results of the Competency Framework and Professional Development Plan will be reviewed.
	2. The CEO and a Commission sub-committee will revise and improve the employee recognition program.	The previous recognition program was suspended and a more individualised approach will be developed and implemented by the CEO.	—	Completed and operational.
	3. The Professional Development Committee will revise (or develop if necessary) an orientation program for new employees.	An Orientation Manual for new employees was developed and distributed to each Area Office.	—	Completed and operational

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
	4. The Professional Development Committee will provide the CEO with an outline of a comprehensive Professional Development plan.	—	Work on this objective was linked to the proposed additional Client Service Standards committees that were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	The results of the Competency Framework and Professional Development Plan will be reviewed.
	5. A committee of Legal Directors will identify issues regarding staff leaves to the CEO.	A report on types of leaves and issues was reviewed by Legal Directors. Further discussions will focus on recruitment, retention and retirement of staff.	—	Completed.
	6. A committee of Legal Directors and the CEO will investigate strategies to cut down on the need for staff travel.	—	—	Deferred until other issues resolved.
	7. The Commission may invite staff committees to report their project recommendations and results directly to the Commission.	The Chair and CEO will review this as necessary.	—	Completed and operational
	8. The CEO will make recommendations to the Commission regarding a compensation policy similar to that of other Saskatchewan Justice employees.	The in-scope employees Job Evaluation Plan was implemented in March 2002. The out-of-scope employees Job Evaluation Plan was implemented in fall 2002.	—	Completed and operational
	9. The CEO and a committee of Legal Directors will develop a strategy to deal with the recruitment, retention and retirement of staff.	—	The committee made recommendations which are under review.	Current strategies will be reviewed and reconsidered.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
Goal E: Continue to provide and enhance criminal law services to young offenders and adults.	1. Review and continue to consider the implications of the *Youth Criminal Justice Act* (YCJA), and participate on the YCJA Implementation Committee.	Many staff were sent to several training sessions on the new YCJA. A letter was sent to the Minister of Justice recommending the presumptive age in Saskatchewan be 16. However, it was set at 14. Staff participated in several discussions regarding the implementation of the new Act.	The implementation of the YCJA continues to be monitored in its first year of operation. Completed and transferred to operations.	Completed and operational.
	2. Continue Legal Aid's participation in the development of the Youth Services Model.	The Prince Albert and Regina pilot projects are ongoing and staff have been involved in their operation.	—	Completed and operational.
	3. Develop an integrated Saskatchewan model for the delivery of legal services to all young offenders, which will utilize a 'youth team' approach wherever feasible.	—	—	Further research to be done.
	4. Provide opportunities for staff to develop expertise in complex, serious criminal matters and encourage the sharing of that expertise.	—	—	Further research to be done.
	5. The CEO and Legal Directors will assess our methods of dealing with appeals.	—	—	Further research to be done.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Next Steps for 2004-05 & beyond
Goal F: Enhance understanding of the roles and contributions of the legal aid system	1. Develop and implement a comprehensive strategic communications strategy.	—	A Communications Policy was approved by the Commission in September 2003. The CEO developed a Communications Plan which has begun implementation. Completed and transferred to operations.	Completed and operational.
	2. The CEO and a committee of Legal Directors will collect and review statistics currently kept by SLAC, by related governmental agencies, and by extra- provincial agencies and will determine what statistics we should gather and what procedures we should use to do so.	Staff reviewed current practices and surveyed Area Offices.	The committee made recommendations which are under review.	Current strategies will be reviewed and reconsidered.
	3. The CEO and a committee of the Commission will investigate and report to the Commission regarding sources of non-governmental funding (corporate sponsorship, public/private partnerships, partnering with other government agencies, etc.) for special projects.	—	—	Further research to be done.

Financial Overview

Sources of Funding

In 2003-04, The Saskatchewan Legal Aid Commission received funding from four sources:

- Funds appropriated by the Provincial Government through Saskatchewan Justice.
- Grant from The Law Foundation of Saskatchewan for a special project
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grant from The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust for a special project

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). A new three-year contribution agreement included new funding for the Investment Fund meant to foster innovative solutions to addressing unmet need in criminal legal aid.

Distribution of Funding

In 2003-04, The Saskatchewan Legal Aid Commission's budget of $13 million was divided into the two general areas of direct legal service and administration. The table on the next page shows the distribution.

Significant Pressures on The Saskatchewan Legal Aid Commission's Budget

The Saskatchewan Legal Aid Commission cannot control the volume of caseload as demand is often driven by external factors, such as:

- the economy, poverty and unemployment levels;
- introduction of new federal or provincial legislation;
- crime rates;
- Supreme Court of Canada decisions regarding the provision of duty counsel advice services; disclosure and delays in Court; and decisions concerning professional conflict of interest.

Other significant cost pressures during the year included:

- increased use of the private bar due to difficulty in recruiting lawyers in specific geographic areas such as Meadow Lake and The Battlefords;
- increased use of the private bar for other staff vacancies;
- phased-in implementation of a joint Union/Management Job Evaluation Plan and Out-of-Scope Job Evaluation Plan.

Asset Management and Protection

Personnel: The emphasis on personnel is promoted by development of skills and knowledge that increase productivity, effectiveness, and job satisfaction. Each Area Office has appointed an Occupational Health Committee or Representative.

Capital Assets: The Commission maintains a budget that provides for the acquisition of new assets as they are consumed or become obsolete. Acquisition and disposal of assets are managed with a schedule updated annually and supported by physical counts.

Electronic Data: This includes word processing files, database files, financial, payroll, and other systems. Electronic data and files are protected with daily and weekly backup procedures and off-site storage of weekly backups. The Commission is developing a Security Plan in conjunction with other potential users of Saskatchewan's Community Net.

Financial Overview (Continued)

	2002-03 Actuals (in $'000s)	2003-04 Planned [1] (in $'000s)	2003-04 Actuals (in $'000s)	2004-05 Planned (in $'000s)
Revenue:				
Appropriation	**$11,915**	$12,659	**$13,129**	$14,295
Other	**$296**	$230	**$174**	$136
Total	**$12,211**	$12,889	**$13,303**	$14,431
Expenditure:				
Direct Legal Service [2]	**$10,663**	$10,910	**$11,247**	$12,144
Administration [3]	**$1,501**	$1,858	**$1,655**	$2,203
Purchase of Capital Assets [4]	—	$89	—	$47
Investment in Capital Asset Adjustments [5]	**$75**	—	**$36**	—
Total	**$12,239**	$12,857	**$12,938**	$14,394
Excess (Deficiency) of Revenue over Expenditure	**($28)**	$32	**$365**	$37
Staffing Resources:				
Lawyers	**72**	72	**72**	76
Legal Assistants	**16**	16	**16**	18
Support Staff/Administration	**53**	53	**53**	61
Total staffing	**141**	141	**141**	155

This chart does not include any adjustments made in the Capital Assets Fund.

[1] Actual results for 2004-05 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.
[2] Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.
[3] Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.
[4] Purchase of Capital Assets are included in the planned activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.
[5] Investment in Capital Asset Adjustments include the consumed cost of capital assets and loss on disposal of capital assets. These non-monetary adjustments are included with the financial reporting of the Commission on the Statement of Operations and are excluded in the planned activities of the Commission.

Statistical Summaries

Please refer to Glossary of Terms	**2003-04**	2002-03	2001-02	2000-01	1999-2000
CLIENT SERVICES					
Applications Received	**21,009**	20,732	22,213 [1]	23,530	23320
Full Service Applications:					
Federal Criminal (Adult)	**11,544**	11,062	11,951 [1]	13,188	13711
Federal Criminal (Youth)	**2,897**	3,133	3,644	3,386	2704
Family	**4,708**	4,919	5,079	5,470	5470
Civil	**1**	3	2	2	2
Provincial Offences	**1**	2	1	11	4
Total Full Service Applications	**19,151**	19,119	20,677	22,057	21891
Duty Counsel Project Service (Regina and Saskatoon)	**3,009**	3,152	2,075 [1]	—	—
Applications Refused Service	**1,858**	1,613	1,536	1,473	1429
Appeals against Refused Applications	**505**	371	309	305	303
Appeals to the Civil Appeals Committee	**7**	7	6	7	7
Summary Service or Advice	**4,645**	4,523	5,968	6,217	5816
Cases Completed and Closed by Staff:					
Federal Criminal (Adult)	**11,044**	10,673	12,754	12,323	12561
Federal Criminal (Youth)	**2,671**	3,211	3,677	3,164	2444
Family	**4,401**	4,546	5,046	4,913	4832
Civil	**1**	3	2	2	2
Provincial Offences	**0**	0	10	8	5
Total Cases Completed and Closed by Staff	**18,117**	18,433	21,489	20,410	19844
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	**744**	623	1,174	734	795
Cases closed by the Private Bar: Federal Criminal (Adult & Youth)	**670**	833	944	794	512
Cases assigned to the Private Bar: Family	**198**	180	326	299	374
Cases closed by the Private Bar: Family	**231**	301	251	424	495
Duty Counsel Advice Service	**11,136**	10,679	10,561	10,061	8602
Incoming Reciprocal Applications	**70**	70	100	111	117
Outgoing Reciprocal Applications	**107**	94	122	152	158

[1] A duty counsel pilot project for adults detained in-custody commenced in Regina on April 2001 and in Saskatoon September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal (Adult)".

Financial & Other Resources

	2003-04	2002-03	2001-02	2000-01	1999-2000
Revenue	**$13,302,926**	$12,210,683	$11,743,672	$11,052,207	$10,689,807
Expenses	**$12,937,718**	$12,333,086	$11,943,396	$10,951,030	$10,519,432
Excess (Deficiency) of Revenue over Expenditures	**$365,208**	($122,403)	($199,724)	$101,177	$170,375
Investment in Capital Assets	**$301,066**	$386,789	$481,034	$519,964	$482,444
Unrestricted Assets, end of year	**$162,256**	($202,952)	($174,794)	($14,000)	($77,657)
Contribution of the Federal Government - Adult Criminal and Young Offenders [1]	**$2,841,912 plus Investment Fund $864,298 Total: $3,706,210**	$2,831,593	$2,831,346	$2,489,590	$2,480,516
Per Capita Expenditures on Legal Aid	**$13.00**	$11.80	$11.72	$10.77	$10.25
Number of Employees	**141**	141	138	139	132
Number of members of the Private Bar actively involved in providing services under *The Legal Aid Act*	**143**	165	181	184	231

[1] According to Saskatchewan Justice records

Caseload by Area Office 2003-04

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal - adult matters (60.3%). This is followed by family matters (24.6%), and federal criminal - youth matters (15.1%).
- The number of full service applications plus the duty increased by 0.2% compared to the previous year. When the duty counsel pilot projects in Saskatoon and Regina were included, the total clients served decreased by 111 or (0.5)%.
- Compared to the previous year, the family law area decreased by 211 cases (4.3%), while service for criminal law (both adult and youth and the duty counsel pilot project in Saskatoon and Regina) matters increased by 103 cases or 0.6%.
- About 37% of the clients are female, 63% are male. In criminal matters, 77% were male and 23% female. In family matters, 27% were male and 73% female.
- About 62.2% of applicants are receiving social assistance.
- Approximately 72.1% of full service applicants have identified themselves as of Aboriginal descent (57.3% are Status Indian, 3.0% Non-status Indian, 11.7% Metis, and 0.03% as Inuit).
- A duty counsel pilot project for adults detained in-custody commenced in Regina on April 2001 and in Saskatoon September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal - Adult"

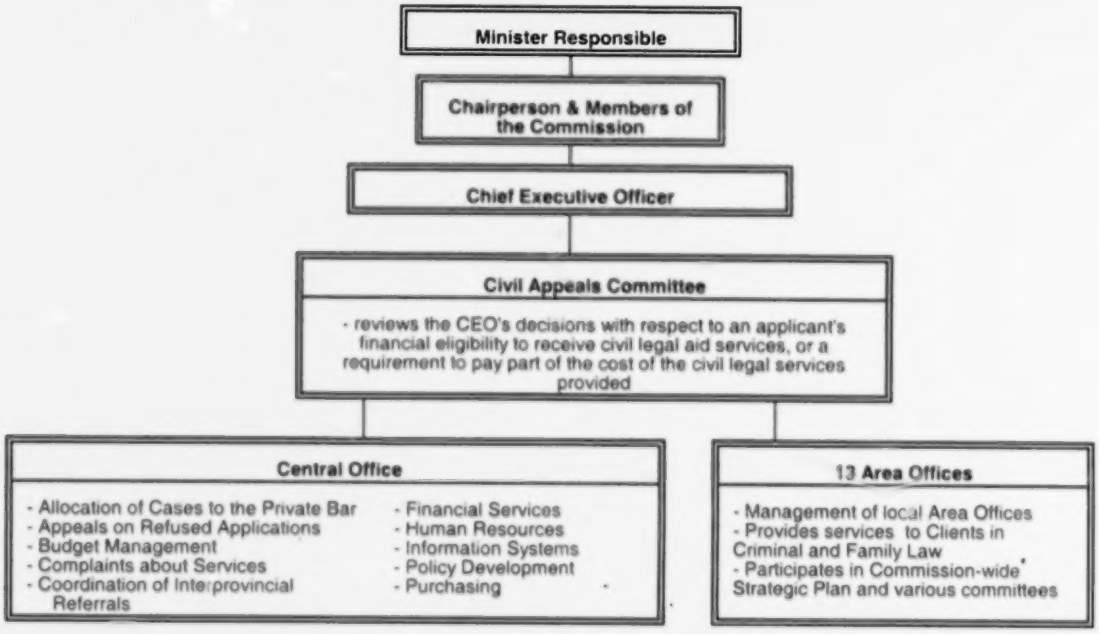
Please refer to Glossary of Terms

AREA OFFICE	Federal Criminal - Adult	Federal Criminal - Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central	0	0	0	0	0	0	0	0	76	10,261 [1]
Battlefords	1,088	208	366	0	0	1,662	0	1,674	70	16
Meadow Lake	1,052	151	319	0	0	1,522	0	1,456	538	7
Melfort	464	133	197	0	1	795	0	726	120	2
Moose Jaw	279	46	276	0	0	601	0	580	113	0
Northern	1,077	346	345	1	0	1,769	0	1,664	376	163
Prince Albert	2,457	290	422	0	0	3,169	0	3,144	1,139	0
Regina City	1,211	575	908	0	0	2,694	1,227	2,652	755	257
Regina Rural	746	131	486	0	0	1,365	0	1,153	232	31
Saskatoon City	1,741	666	574	0	0	2,981	1,782	2,788	200	233
Saskatoon Rural	407	88	298	0	0	793	0	668	277	0
South East	216	32	148	0	0	396	0	345	45	20
Swift Current	121	11	94	0	0	226	0	127	178	42
Yorkton	683	220	275	0	0	1,178	0	1,140	26	104
Total Full Service Applications	11,544	2,897	4,708	1	1	19,151				
Duty Counsel Pilot Project Service	3,009						3,009			
Total Closed Cases	11,044	2,671	4,401	1	0			18,117		
Summary Advice	2,334	171	1,899	166	75				4,645	
Duty Counsel Advice Service	8,707	2,030	3	7	389					11,136

[1] This service is provided by private lawyers on contract.

Management Structure

As of March 31, 2004, The Saskatchewan Legal Aid Commission employed 141 people:
133 at Area Offices & 8 at Central Office


Minister Responsible
Chairperson & Members of the Commission
Chief Executive Officer
Civil Appeals Committee
- reviews the CEO's decisions with respect to an applicant's financial eligibility to receive civil legal aid services, or a requirement to pay part of the cost of the civil legal services provided
Central Office
- Allocation of Cases to the Private Bar
- Appeals on Refused Applications
- Budget Management
- Complaints about Services
- Coordination of Interprovincial Referrals
- Financial Services
- Human Resources
- Information Systems
- Policy Development
- Purchasing
13 Area Offices
- Management of local Area Offices
- Provides services to Clients in Criminal and Family Law
- Participates in Commission-wide Strategic Plan and various committees

Left to right:
(Back Row): Mervyn Shaw, Don Mullord, James Struthers, David Bright, David Andrews
(Middle Row): Jane Lancaster, Michael Ryan, Heather Dootoff, Dulcy McLauchlan, Barry Treacy
(Front Row): Laura Lacoursiere, Rosanne Newman, Adrian McBride, Pamela Cuelenaere, Robert Mackenzie, Janice Lawrence
Missing from Photo: Jerome Boyko

Offices of the Saskatchewan Legal Aid Commission

Saskatchewan Legal Aid Commission
Central Office
#502 - 201 21st Street East
SASKATOON SK S7K 2H6
Phone 933-5300 **FAX** 933-6764
Toll Free: 1-800-667-3764
E-Mail: central@legalaid.gov.sk.ca
Chief Executive Officer: Jane Lancaster, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon City Area Office
10th Floor, Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7820 **FAX** 933-7827
Toll Free: 1-877-424-1898
Legal Director: Dulcy McLauchlan

Saskatchewan Legal Aid Commission
Meadow Lake Area Office
Unit #3, 101 Railway Place
MEADOW LAKE SK S9X 1X6
Phone 236-7636 **FAX** 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

Saskatchewan Legal Aid Commission
Prince Albert Area Office
Box 3003, 11th Floor, McIntosh Mall
800 Central Avenue
PRINCE ALBERT SK S6V 6Z2
Phone 953-2850 **FAX** 953-2866
Toll Free: 1-877-424-1900
Legal Director: Pamela Cuelenaere

Saskatchewan Legal Aid Commission
Northern Area Office
Box 5000
Mistasinihk Place, 1328 La Ronge Avenue
LA RONGE SK S0J 1L0
Phone 425-4455 **FAX** 425-4472
Toll Free: 1-800-667-4095
Legal Director: Rob Mackenzie

Saskatchewan Legal Aid Commission
South East Area Office
Main Floor, 1302 3rd Street
ESTEVAN SK S4A 2V6
Phone 637-4620 **FAX** 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers
(Sub-office address):
Box 2003, 110 Souris Avenue
WEYBURN SK S4H 2Z9
Phone 848-2341 **FAX** 848-2562
Toll Free: 1-877-424-1907

Saskatchewan Legal Aid Commission
Swift Current Area Office
3rd Floor, 350 Cheadle Street West
SWIFT CURRENT SK S9H 4G3
Phone 778-8272 **FAX** 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

Saskatchewan Legal Aid Commission
Regina City Area Office
2nd Floor, 1942 Hamilton Street
REGINA SK S4P 2C5
Phone 787-8760 **FAX** 787-8827
Toll Free: 1-877-424-1897
Legal Director: Michael Ryan, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon Rural Area Office
9th Floor, Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7855 **FAX** 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mullord

Saskatchewan Legal Aid Commission
The Battlefords Area Office
Main Floor, Provincial Building
1192 102nd Street
NORTH BATTLEFORD SK S9A 1E9
Phone 446-7700 **FAX** 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Saskatchewan Legal Aid Commission
Melfort Area Office
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
MELFORT SK S0E 1A0
Phone 752-6220 **FAX** 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

Saskatchewan Legal Aid Commission
Moose Jaw Area Office
#113 - 110 Ominica Street West
MOOSE JAW SK S6H 6V2
Phone 694-3700 **FAX** 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw

Saskatchewan Legal Aid Commission
Yorkton Area Office
3rd Floor, 120 Smith Street East
YORKTON SK S3N 3V3
Phone 786-1440 **FAX** 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

Saskatchewan Legal Aid Commission
Regina Rural Area Office
438 Victoria Avenue East
REGINA SK S4P 3V7
Phone 787-1141 **FAX** 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Management's Responsibility for the Financial Statements

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;
- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings. The members of the Commission have also reviewed the financial statements with representatives of management.

The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2004, and the statement of operations and changes in net assets, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.

Jane L. Lancaster, Q.C.
Chief Executive Officer

Laura Lacoursiere, B.Comm., CMA, FCMA,
Director of Administration

Jerome Boyko, B.Comm., CA,
Director of Financial Management

Saskatoon, Saskatchewan
May 19, 2004

Auditor's Report

To the Members of the Legislative Assembly
of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2004 and the statement of operations and changes in net assets, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 19, 2004

Fred Wendel, CMA, CA
Provincial Auditor

Statement 1

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2004	2003
ASSETS		
Current		
Cash	$ 645,371	$ 225,948
Accounts receivable	189,411	83,501
Prepaid expense	97,214	96,911
Total current assets	931,996	406,360
Capital assets (Note 4)	301,066	386,789
	$ 1,233,062	$ 793,149
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 5)	$ 769,740	$ 529,380
Deferred contributions (Note 6)	—	79,932
Total current liabilities	769,740	609,312
FUND BALANCES		
Investment in capital assets fund	301,066	386,789
Operating fund - unrestricted	162,256	(202,952)
	463,322	183,837
	$ 1,233,062	$ 793,149

(See accompanying notes to the financial statements)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
Year Ended March 31

	2004				2003
	Operating Fund Budget (note 11)	Operating Fund Actual	Investment in Capital Assets Fund Actual	Total	Total
Revenue: (Note 2)					
Department of Justice	$ 12,659,000	$ 13,129,000	$ —	$ 13,129,000	$11,915,000
Grants	152,932	84,707	—	84,707	211,902
Other	77,500	89,219	—	89,219	83,781
	12,889,432	13,302,926	—	13,302,926	12,210,683
Expenses:					
Salaries and employee benefits	9,505,584	9,486,983	—	9,486,983	9,029,991
Central Office administrative (Schedule 1)	461,332	358,510	8,608	367,118	308,567
Area Office administrative and operating expenses (Schedule 1)	1,396,856	1,296,424	108,646	1,405,070	1,354,087
Provision of legal services	771,000	1,133,762	—	1,133,762	978,925
Other legal expenses	168,740	163,685	—	163,685	200,059
Travel	464,000	462,669	—	462,669	454,056
Loss on disposal of fixed assets	—	—	4,154	4,154	7,401
	12,767,512	12,902,033	121,408	13,023,441	12,333,086
Excess (deficiency) of revenue over expenses	121,920	400,893	(121,408)	279,485	(122,403)
Fund Balances, beginning of year	(202,952)	(202,952)	386,789	183,837	306,240
Transfer between funds (Note 12)	(89,100)	(35,685)	35,685	—	—
Fund Balances, end of year	$ (170,132)	$ 162,256	$ 301,066	$ 463,322	$ 183,837

(See accompanying notes to the financial statements)

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
As at March 31

	2004	2003 (note 13)
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation Funds received	$ 12,959,000	$ 12,031,000
Cash received from grants	70,495	285,816
Cash received from other income	87,879	69,005
Cash payments for salaries and benefits	(9,395,245)	(9,034,967)
Cash payments for other suppliers	(2,266,733)	(2,179,392)
Cash payments for legal services	(1,000,288)	(1,172,830)
Net cash provided by (used in) operating activities	455,108	(1,368)
INVESTING ACTIVITIES		
Purchase of Capital Assets	(35,685)	(74,979)
Net increase (decrease) in cash	419,423	(76,347)
Cash, beginning of year	225,948	302,295
Cash, end of year	$ 645,371	$ 225,948

(See accompanying notes to the financial statements)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2004

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission. The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Department of Justice for the provision of legal services.

Investment in Capital Assets Fund (restricted assets)

Investment in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants designated for the acquisitions of capital assets. The Commission would also impose a restriction that any capital purchases made with operating funds would be recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Library	33 1/3% per annum

2. Revenues

The following are included in revenue:

a) Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

b) Restricted contributions related to capital assets are recognized as revenue of the investment in capital assets fund in the year received or receivable.

3. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2004 amounted to $414,917 (2003 - $410,639).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

4. Capital Assets

Capital assets are comprised of the following amounts:

	2004			2003		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	$1,055,990	$ 762,842	$293,148	$ 1,115,050	$ 746,458	$ 368,592
Library	1,003,194	995,276	7,918	1,003,194	984,997	18,197
	$2,059,184	$ 1,758,118	$301,066	$ 2,118,244	$ 1,731,455	$ 386,789

5. Accounts Payable and Accrued Liabilities

	2004	2003
Supplies and services	$ 171,652	$ 64,918
Accrued private solicitors' fees	453,707	320,233
Employee salaries and benefits	144,381	144,229
	$ 769,740	$ 529,380

6. Deferred Contributions

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2004	2003
Balance, beginning of year	$ 79,932	$ —
Add: Grant contributions received in the year		
Law Foundation of Saskatchewan	424	112,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	4,351	15,000
Less: Amounts recognized as revenue in the year	(84,707)	(47,068)
Balance, end of year	$ —	$ 79,932

7. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates, which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2004	2003
Expenses	$ 1,121,964	$ 999,126
Accounts payable	16,206	15,850
Accounts receivable	170,000	10,000

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2004	2003
Expenses	$ 303,473	$ 298,111
Other Revenue	2,189	12,915
Accounts payable	6,668	2,759

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Department of Justice, Transcript Services.

During the year, the Commission made a payment in the amount of $21,155 (2003 - $21,155) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund. The intent of this fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949 in accordance with the Collective Bargaining Agreement. The increased premium costs are initially paid by the Commission and for 2004 the Fund reimbursed the Commission $3,093 (2003 - $29,828) for the increased premium costs.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by :

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; or
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $1,100,000 has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. During the year the Trust provided a grant to the Commission in the amount of $4,351 (2003 - $15,000).

The Trust has five trustees, three of which are members of the Commission. They include:
- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Financial Instruments

Financial instruments consist of:

Cash
Accounts receivable
Accounts payable

There are no significant terms and conditions related to financial instruments that may affect the amount, timing and certainty of future cash flows.

The carrying value of the financial instruments approximate fair value due to their immediate or short-term nature.

11. Budget

These amounts represent the budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Investment in Capital Assets Fund $35,685 (2003 - $74,979) for the purchase of capital assets.

13. Comparative Figures

The Statement of Cash Flows is presented using the direct method. As a result of changing from last year's presentation using the indirect method, certain balances have been reclassified to conform with the current year's presentation.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

Central Office Administrative	2004 Budget	2004 Operating Fund Actual	2003 Operating Fund Actual
Leased accommodation	$ 113,446	$ 39,536	$ 35,844
Telephone	19,400	13,303	14,066
Computer maintenance and support	18,675	75,454	55,426
Postage	7,200	9,990	8,026
Stationery and office supplies	6,250	6,201	5,863
Periodicals	3,300	4,755	3,550
Photocopying	3,602	2,317	3,343
Other operating expenses	289,459	206,954	156,419
Total Central Office Administrative	$ 461,332	$ 358,510	$ 282,537
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 864,850	$ 845,074	$ 724,811
Telephone	130,600	115,758	124,372
Computer maintenance and support	96,285	44,814	38,599
Postage	34,800	33,279	31,446
Stationery and office supplies	83,750	71,542	81,068
Periodicals	20,700	23,404	20,116
Photocopying	39,398	40,767	39,140
Other operating expenses	126,473	121,786	158,742
Total Area Office Administrative and Operating Expenses	$ 1,396,856	$ 1,296,424	$ 1,218,294

Appendix I - Additional Supplementary Information (unaudited)
Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $2,500 or more.

Albert, Alice	$34,089
Anderson, Evelyn	57,450
Andrews, David	93,549
Armstrong, David	89,178
Armstrong, Kim	56,795
Arnott, Fran	34,089
Bartlett, Cheryl	34,089
Baumgartner, Pearl	89,178
Bay, Barb	35,909
Beckie, Samuel	89,178
Bercovich, Norman	85,588
Bernier, Sharon	34,089
Blais, Darrell	23,324
Boechler, Cheryl	39,167
Bogad, Christine	25,820
Bohachik, Catherine	41,162
Bordessa, Lynda	85,588
Borkowsky, Viola	20,101
Bovio, Joanna	3,054
Boyko, Jerome	65,763
Bright, David	93,549
Brown, Dale	85,177
Burns, Peter	42,794
Calderbank, Jennifer	61,112
Campbell, Bruce	89,178
Carman, Anna	29,828
Chery, Cynthia	28,960
Claxton-Viczko, Jennifer	5,635
Clifford, Maureen	21,327
Covert, Colleen	38,546
Crookshanks, Grant	81,747
Cuelenaere, Pamela	96,156
Dahlby, Brenda	89,178
Daunt, Felicia	58,231
Dootoff, Heather	26,148
Dove, Graham	89,178
Dukart, Tia	4,493
Durbin, Dorothy	21,510
Earing, Kimberly	48,226
Eichorn, Wrahnda	34,089
Ell, Anita	24,023
Epp, Dawn	12,976
Faris, Shirley	44,100
Freriks, Brenda	45,133
Gale, Heather	36,489
Gattinger, Brenda	34,326
Gee, Philip	43,805
Gibbings, Robert	4,000
Glavas, Helga	31,115
Godson, Kathy	26,079
Gonzo, David	85,312
Grand, Tammy	34,141
Green, Ross	84,920
Grimsrud, Robert	85,479
Haid, Debra	44,589
Harvey, Valerie	60,547
Healy, Kearney	89,178
Hockley, Lori	28,703
Hoffart, Janice	34,089
Hofmann, Rhonda	$37,312
Holowatiuk, Cheryl	7,370
Hopkins, Deborah	62,374
Howie, Bernice	34,089
Huxtable, Sharon	4,758
Johnson, James	83,942
Johnston, Gladys	44,100
Johnston-Dyck, Celia	43,499
Josephson, Gene	89,178
Kennard, Dianne	29,828
Kergoat, Roger	89,179
Kirkham, Barbara	36,489
Kowalik, May	40,569
Kowalski, Elaine	44,100
Krasowski, Beverly	34,326
Lacoursiere, Laura	87,237
Lancaster, Jane	117,225
Lane, Jacqueline	43,339
Laporte, Rodney	46,088
Large, Donald	46,648
Larson, Geraldine	44,100
Lavallee, Pauline	39,440
Laviolette, Kim	36,489
Lawrence, Janice	93,549
Layton, Erin	57,050
Lechner, Kelly	44,100
Lechner, Valerie	37,368
Leibel, Lynette	34,701
Leinenweber, Nicole	12,712
Llewellyn, Matthew	58,276
Loader, Barbara	34,089
Lubyk, Jeff	61,112
Mackenzie, Robert	71,962
MacKinnon, Donald	85,588
McBride, Adrian	93,549
McGuire, Allan	89,178
McHenry, Tracey	34,089
McLauchlan, Dulcy	80,329
McLean, Angus	58,018
McLean, Mavis	44,100
McMahon, Jill	89,178
McNeill McCrea, Patrica	61,112
Maeder, Corinne	80,180
Magnusson, Lynne	44,100
Maloney, Catherine	89,178
Martin, Margaret	38,151
Martynook, Patricia	40,296
Mayer, Richard	89,178
Mazuren, Michelle	26,471
Melin, Jacqueline	20,778
Mullord, Donald	93,549
Newman, Rosanne	74,866
Nokusis, Carla	29,101
Orlowski, Anthony	89,178
Oscar, Lynda	6,935
Pappas, Maria	44,592
Pethick, Laurel	37,311
Pirot, Olive	44,100
Reich, Lorraine	34,089

Personal Services - concluded

Reis, Patrick	$89,178
Rheindel, Mary Lou	34,744
Rieger, Keely	32,499
Ritter, Bruce	89,178
Robert, Alice	34,764
Robinson, Audrey	34,089
Ryan, Michael	96,156
Schmidt, Doreen	38,157
Schweitzer, Leanne	32,813
Sebelius, Lorraine	37,311
Secundiak, Angeline	44,100
Shaw, Mervyn	93,549
Siever, Shirley	37,311
Sim, Norma	89,178
Sink, Pauline	13,860
Soder, Kelly	33,031
Soder, Michael	85,588
Soroka, Darrel	89,027
Stanley, Shannon	34,089
Struthers, James	93,549
Sudom, Grant	40,569
Svendsen, Linda	37,311
Talbot, Tanis	53,925
Tangeman, Carol	25,960
Thurlow, George	89,178
Tkachuk, Gloria	27,949
Tondevold, Pat	89,178
Towstego, Wanda	58,369
Treacy, Barry	93,549
Van de Kamp, Louise	29,084
Vancoughnett, Doreen	46,500
Ventzek, Phillip	28,377
Weber, Myron	85,588
Whitrow, Marilyn	34,090
Wickstrom, Lana	20,448
Wilhelm Skopyk, Lisa	46,766
Wood, Linda	59,098
Zakowsky, Aline	34,089
Payees under $2,500	16,329
Salary Adjustments, refunds	100,006
Increase in accrued liabilities	152
	$8,243,704

Suppliers and Other Payments (unaudited)

Listed are payees who received $20,000 or more for the provision of goods and services, including office supplies, legal services, communications, contracts, equipment, and other expenditures.

Andrews Benko Law Office	$38,821
Bendig Law Office	43,349
Timothy Brown Law Office	27,902
Cuelenaere Kendall Katzman Law Office	32,325
Dumonceaux, Ronald	65,000
Eggum Abrametz & Eggum Law Office	65,845
Great-West Life Assurance Company (employer costs)	210,867
Law Society of Saskatchewan	101,725
Manulife Financial	414,917
Mills, Wilcox, Zuk Law Office	52,581
Morgan Khaladkar Skinner Law Office	26,280
Paradigm Consulting Group Inc.	77,272
Receiver General for Canada - Canada Pension Plan	244,760
Receiver General for Canada - Employment Insurance	140,340
Roe & Company	65,165
Saskatchewan Lawyers Insurance Association	55,200
Saskatchewan Property Management Corporation	1,185,743
SaskTel	131,587
Saskatchewan Workers' Compensation Board	85,666
Scott Ludlow Fehr Law Office	57,362
Sigma Analytics	48,402
SLAC Benefit Plan Surplus Fund	21,155
Software Spectrum Canada Ltd.	42,096
Stephens Law Office	27,739
Eleanore Sunchild Law Office	54,213
Stooshinoff Law Office	22,471
Transwest Air	186,622
Wardell Driedger Law Office	47,582
Payees under $20,000	1,121,330
Increase in prepaid expenses	(303)
	$ 4,694,014

Appendix II

A Glossary of Terms

Accrued vacation pay - Value of employee vacation leave entitlement earned but not taken.

Application - refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

Appeal - refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

Appeal against refusal - refers to an appeal of a refused application for legal services.

Civil matters - refers to all other civil proceedings that are not of a family nature.

Contribution - refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

Coverage or range of service restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Duty Counsel Project service - refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services. Commencing in 2001-02, this project was provided to adults in-custody for Provincial Court at Regina and Saskatoon.

Duty counsel advice service - immediate, although temporary advice by telephone to arrested or detained persons, irrespective of financial status (per the *Brydges* decision of the Supreme Court of Canada).

Family matters - refer to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal criminal matters (adult) - refers to applications for matters under the *Criminal Code of Canada, Narcotic Control Act, Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal criminal matters (youth) - refers to applications for matters under the *Young Offenders Act* and effective April 1, 2003, the *Youth Criminal Justice Act*..

Financial ineligibility - refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full service application - refers to an application that is granted legal services.

Interprovincial reciprocity agreement - refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

Merit, lack of - refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

Merit, professional - some or all of the following are considered:

- is this case one that a reasonable person of modest means would commence or defend?
- are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- what is the seriousness of the legal or economic outcomes?
- what are the potential benefits to the client?
- is there a possible defence to a charge?
- has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- has the client accepted reasonable professional advice from the assigned lawyer?

Non-compliance/abuse - refers to refusals based on an applicant's prior or current experience with The Saskatchewan Legal Aid Commission. Included are applications where the services applied for are abusive of the legal process or failure to cooperate with the lawyer.

Prepaid expenses - Payments made during the year that relate to goods and services that will not be received until subsequent fiscal years (includes items such as professional dues, memberships and subscriptions).

Provincial offence matters - refers to applications for matters under provincial statutes, such as *Alcohol Control Act, Wildlife and Parks Act*, or *Highway Traffic Act*.

Range of service or coverage restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Reciprocal application - see Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application - refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary advice or service - refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.